A S$_2$MARTER$_2$E^3 Approach to Maritime Security

An Introduction to

Security Solutions through the **Maritime Alliance** for **Research, Technology, Training, Exercises, Education, Equipment** and **Resources**

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Introduction

A Letter to Maritime Security Stakeholders
From Mark R. DuPont, Founder and CEO of Merrick Maritime Security, Inc.

Dear Friends and Colleagues,

"It has been said, 'time heals all wounds.' I do not agree. The wounds remain. In time, the mind, protecting its sanity, covers them with scar tissue and the pain lessens. But it is never gone." Rose Kennedy, the matriarch of the distinguished and well known Massachusetts family, made that comment many decades ago. She definitely had the unfortunate credentials to talk about pain and wounds..

Time takes us further and further away from an emotional or painful event. As time wears on, we push that "thing" further into the recesses of our memory. We tend to forget some elements, or choose not to remember some of the vulnerabilities that we were exposed to. As human beings, we want to go back to a happier place, believe that it is not going to happen again, and distance ourselves from those thoughts. It's how we deal with traumatic stress.

So, as time takes us further from that fateful date of September 11th, 2001, as a culture, as a society, as a collective, we tend to drift back towards "what was." This is reflected by our tendency to reduce programs, assets, resources, research and funding for the very things that were put in place in the aftermath of 9/11 to prevent it from happening again. We tend to move away from the event, and towards the complacency that contributed to its occurrence in the first place, as illustrated in the picture I have hanging on my wall from a cartoon by Joel Pett, published in October of 2002.

So how do we overcome that tendency? How do we continuously enhance our capabilities, our techniques, our technologies and practices… when budgets, resources and attention spans are waning? Especially in consideration of the terrorist organizations that have stepped forward to take on

the west and a willingness to bring the battlefront to our shores?

We do something that is the most difficult of all (because as agencies, companies, and individuals we don't want to do it), yet the easiest of all (because it makes so much sense and is the simplest to execute.) We work together. And I'm not just talking about in principle or as a formality. I am talking about literally putting our people, our products, our technologies… and our money, together. Why? Because arrows banded together are stronger than a singular arrow. Working individually, we may go fast, but collectively we can go farther. The best illustration of this principle is from the ancestress of Genghis Khan (and we know what he was able to accomplish.) He used this lesson that he was taught to bring his forces together as one team in one fight.

> *Alan Ho'a, had five sons who were constantly fighting with each other. One day she gathered them around the hearth fire and gave them each an arrow. She told them to break it, which they did with ease. Then she tied five arrows together and told them to break the bundle. None of them could. She then told her sons, "Brothers who work separately, like a single arrow shaft, can be easily broken, but brothers who stand together against the world, like a bundle of arrows, cannot be broken."*

Companies, agencies and individuals who work separately, can be easily broken. But those who stand together for a common cause, with one singular purpose, focused on one objective, cannot be broken. That is the principle that formed the foundation of the Boat Operations and Training (BOAT) Program when working with the United States Coast Guard, the National Association of State Boating Law Administrators (NASBLA), and the Council of Partners to create a National Standard of training, typing and credentialing of maritime law enforcement officers and emergency responders.

Now imagine the possibilities if maritime security in America was addressed cooperatively through an alliance in areas of Research, Technology, Training, Exercises, Education and Resources. If federal agencies, private sector vendors, manufacturers, educational institutions, research organizations, exercise, training and consulting firms all came together to work under one umbrella, one banner, one name.

> *"Logic will get you from A to B. Imagination will take you everywhere."*
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> *"To raise new questions, new possibilities, to regard old problems from a new angle, requires creative imagination and marks real advance…."*
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> \- Albert Einstein
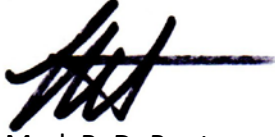
The following pages will outline a SMARTER approach to not only America's maritime security, but any nation's or port's security. You are invited to explore and imagine the possibilities for you, your organization, and your country. At the end, there will be only one question: Are you on board? Are you part of the SMARTER community? Will you effect SMARTER Ports and Waterways?

I look ahead to the chance to explore this initiative with you and make the world's ports and waterways S₁MART₂E₃R.

Onward and forward, together.

Mark R. DuPont

I. Situation Analysis: The Problem Expanded

Even though it's been a decade and a half since 9/11, and even though the 9-11 Commission made specific recommendations to "build a unity of effort,[1]" we are still trapped by the walls of our organizations. This is what contributes to the Coast Guard's lack of awareness of technologies that the Navy may be working on to solve the exact same type of CG boat design issues, or to enhance the personal protective equipment of its sailors. The Coast Guard's Research and Development Center, with only an $18 million operational budget, has limited resources to address all the issues that may face America's premier maritime law enforcement, search and rescue organization.

Another example of a silo might be illustrated in testimony before the United States Senate Committee on Homeland Security and Governmental Affairs on June 4, 2014, by Henry H. Willis of The RAND Corporation. He made the following comments regarding *Securing America's Ports* with specific reference to measuring the effectiveness of our security efforts*:*

> *"In 2011, the National Academy of Sciences concluded that DNDO (Domestic Nuclear Detection Office) was not able to make a compelling case for why advanced nuclear detection capabilities improved port security enough to justify the cost of acquiring and operating the equipment. At that time, the review panel, of which I was a member, recommended that DNDO improve the methods it uses to analyze the benefits of improved detection capabilities. In 2013, a second review panel of the National Academy of Sciences, of which I was not a member, made the same recommendation, concluding that over the two years between the assessments, little progress had been made.[2]"*

Nobody can do this alone; Partnerships are the key

Looking at the big global picture as it relates to our maritime domain, the United States Chief of Naval Operations, Admiral John Richardson, thinks that **strengthening partnerships are the only way to maintain maritime superiority**. In January 2016, the U.S. Navy released "A Design for Maintaining Maritime Superiority" with one of its key goals to expand and strengthen our network of partners. In an article published in Defense One, Adm. Richardson writes;

> *"…. for the first time in twenty-five years, the Navy is engaged in competition for maritime superiority. As we face this new reality, we must recognize that the Navy is a node in many*

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[1] http://www.9-11commission.gov/report/911Report_Exec.pdf, Page 20

[2] http://www.rand.org/content/dam/rand/pubs/testimonies/CT400/CT410/RAND_CT410.pdf

*networks — **from our sister services to industry, academia and research facilities,** and of course, our international allies and partners. **Our Navy will be stronger if we recognize these interconnections and work with both new and established partners to support our mutual interests.***

*"These interests manifest themselves at a time when the fundamental character of the competition has changed: **the maritime system is more used, stressed, and contested; the information system is becoming ever more pervasive, and technology is being introduced and adopted at a faster rate.** [3]"*

So taking the Admiral's words to heart and looking at our challenges domestically on a federal level, there are bandwidth issues, budget constraints, and no true interoperable method of service that can bridge these gaps. And at the state and local level, a microcosm of the issue is further illustrated when a police department in Massachusetts is looking to develop patrol boat operational requirements, and unaware that 37 other agencies throughout the country have already gone through that process. Clearly, collaboration amongst all those agencies would be of benefit to that agency, to the taxpayers, and to the Nation.

On the technology side of the perspective, when a Texas law enforcement agency is looking for solutions to stop drug smugglers using personal water craft, wouldn't it be nice if they could connect to a national laboratory that is currently working on that solution? Or a manufacturer in St. Petersburg, Florida that is testing a maritime arresting technology right now, at this moment in time? From that manufacturer's perspective, how does he connect with everyone in the country that may be dealing with those same law enforcement challenges? Does he hire more sales people, spend more on advertising, go to more trade shows? These are universal private sector questions/issues.

Let's take that issue one step farther. At the local level, as departments, agencies and port authorities start to see their equipment and technologies age (boats, engines, sensors, cameras, radars, etc.), their budgets shrink, and their personnel change, how do they keep up? How do they keep up with the changes in practices, procedures, tactics and technologies? What if they could band together and approach these issues as a collective body? More importantly, what if they could approach a collective body that represented all aspects of maritime security, from equipment to SMEs, from researchers to trainers and evaluators? And do it at a reduced cost?

As you look across the maritime domain within the United States, you will find pockets of progress, but very limited unity of effort across the entire national spectrum of solutions. There are regions that work together on the response side of things, through planning and exercises at

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[3] http://www.defenseone.com/ideas/2016/05/cno-tougher-maritime-environment-demands-better-partnerships/128313/?oref=defenseone_today_nl

the Area Maritime Security Committee level, but not on the other side of the table where those providing the products, platforms, technologies, and training are sitting. And even though many ports may have increased the tools they have acquired for the port security mission, that may not be the best use of those diminishing port security dollars. Having the technology, equipment, or platforms does not mean you have the ability to use them effectively.

Put in other terms, and to further quote the comments made by Mr. Willis from RAND Corporation;

> *"Having capacity is not the same as having the capability to respond. The difference between capacity and capability is the difference between having a bicycle and being able to ride it. Thus, while it is easy to identify how grant funding was spent, it is challenging to determine what difference the change makes.[4]"*

Add to these trends the declining funds of the Port Security Grant Program, dropping from $389 million in 2008 to $100 million in 2014 through 2016 (and likely for 2017). The ports are all collectively competing (as opposed to previous tiered groups) for a smaller pool of dollars, enduring a cultural change in our work forces, and navigating through a chugging economy. Local, county, state, tribal and federal agencies/departments are operating their marine units and security forces with fewer people, aging equipment and less focused interest in the overarching mission. This is not just about protecting our critical infrastructure and maritime domain, status quo is not good enough. Our quest, our goals should be about **<u>enhancing</u> the safety and security of our Nation's waterways.**

Let's explore how we can change the tables, and get better at what we do.

II. Description of the Maritime Security "Table"

If you look at your port specifically, and maritime security in general, as a big oval dinner table with all the things you want/need on it, you have the end users on one side, and you have providers on the other side. The users are port authorities, maritime law enforcement agencies, fire departments, facility and vessel owners… basically all the stakeholders in the maritime domain. And on the

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[4] http://www.rand.org/blog/2014/06/securing-americas-ports-by-better-measuring-capabilities.html

other side of the table you have the providers; the researchers and developers; manufacturers of boats, sensors, detectors, cameras radars, and various technologies; systems integrators, trainers, exercise practitioners, subject matter expert consultants, etc., etc. At the head of the table sits the federal government (DHS, FEMA, USCG) represented by the United States Coast Guard Captain of the Port who chairs the Area Maritime Security Committee (AMSC).

Today, the relationship at the table pretty much works like this: The users pick something on the "menu" that they need, that they are hungry for (new radar system, new boats, new capability, technology, or training) and go out looking for a provider that makes that particular menu item. It's a big pool out there, and determining which solution is right for that particular port's needs is difficult and complicated. What makes it more difficult is the fact that rarely is one stakeholder communicating or sharing with the port as a whole, what their needs and desires are, other than when conversing at the AMSC meetings themselves.

On the other side of the table, the chance that the private sector providers collaborate together as one body, is even rarer. They typically do not look at an agency's problem or needs collectively in order to provide a truly integrated "entrée" or five course meal at the table of port needs. Solutions based on a holistic view of the ingredients needed by that port, or agency in its entirety, are basically non-existent.

The Flaw in Individualism and Independence

The very independence mentality that made us a country, could actually inhibit us from greatness. This "individualism" is what prevents us as a nation, as organizations, as companies, and even as people, from looking at collaboration for its true benefit. We tend to want to do things on our own and do it our way. And we don't like to share. On the business side, we think that our widget is better than everyone else's widget. We think "if I share or work with another company, maybe I won't make as much money, or the other company will take my ideas, take my clients." This is why

companies never grow beyond a certain point, be it a sole proprietor who's selling training or a manufacturer with a really cool product.

How it usually works

On the public-sector side of the table, the maritime stakeholder group, the same mentality inhibits enhancement of practices, policies and procedures. Agencies tend to hire and promote from within, which isn't a bad thing onto itself.
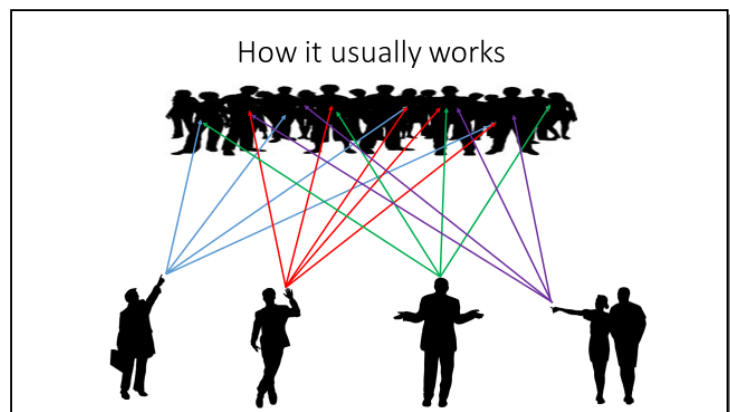
But people who spend their entire career working for a singular agency have never looked outside their silo to see how other people do it, nor do they approach problems with the same mindset of an entrepreneur.

This is what hurt us on September 11ᵗʰ, 2001. **"The most important failure was one of imagination,[5]"** said the 9-11 Commission in their report. *"The missed opportunities to thwart the 9/11 plot were also symptoms of broader inability to adapt to the way government manages problems to the new challenges of the twenty-first century.[6]"*

Time to use our imagination, to band the arrows together, and to go from good to great together. Let's explore how.

III.   A S²MART₂E₃R Approach for America's Ports and Waterways

"Our detailed recommendations are designed to fit together.
Their purpose is clear: to build a unity of effort…[7]"
- 9/11 Commission Report -

Continuing with the comments from the 9-11 Commission Report, it is clear that we have to work together, more than we are doing now. The first step in a "SMARTER" program is to work smarter on both sides of the table, private sector and stakeholders. Sounds like a good idea, but how do we do it? We have to change the culture and the operating environment. Instead of sitting in

different seats on each side, stand together, arm-in-arm. Approach the table as a collective, not as an independent that just happens to work with everyone else when the opportunity or disaster strikes.

The S²MART₂E₃R Approach establishes a formalized and structured **Alliance** amongst all the parties within the maritime port security environment. Members of the Alliance include the

America's S²MART₂E₃RᵀᴹModel

Security Solutions through the **Maritime Alliance** for **Research, Technology, Training, Exercises, Education, Equipment** and **Resources**

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[5] http://www.9-11commission.gov/report/911Report_Exec.pdf, Page 9.

[6] http://www.9-11commission.gov/report/911Report_Exec.pdf, Page 10.

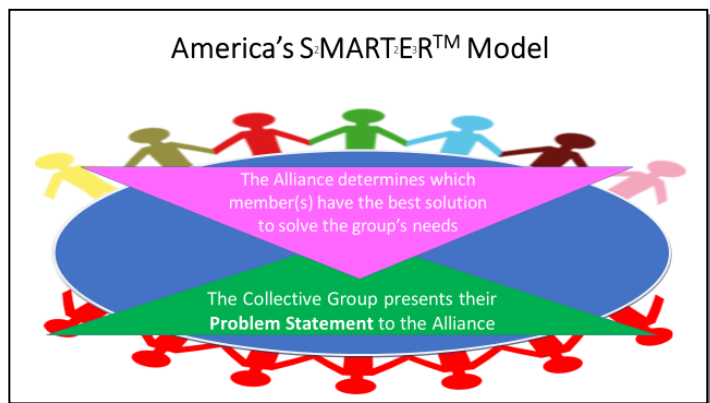[7] http://www.9-11commission.gov/report/911Report_Exec.pdf, Page 20

private sector, academia, non-profits, and the public sector… entities that can contribute to the solutions needed by a port or maritime agency. They are research institutions (e.g. a National Laboratory) or a federal agency maritime research center (e.g. the Coast Guard Research and Development Center, Natick Soldiers Systems Center), and manufacturers (boat, camera, radar, sensor, detection, etc.). They are training entities (boat operations, security, MTSA compliance, and equipment training), and exercise organizers (planners, evaluators and facilitators). They are subject matter experts and consultants (for vulnerability assessment, threat analysis, security and planning consultation, exercise guidance, equipment acquisition, etc.) as well integrators and members of academia (College Center for Port Studies, or University Port Security Center of Excellence) looking to solve problems. Put simply, all the great minds come to <u>your</u> port, <u>your</u> table to answer <u>your</u> needs through a collaborative alliance of resources and base their solutions on connectivity to the greater collective… the entire maritime port security national community.

This is **Security Solutions** through the **Maritime Alliance** for **Research, Technology, Training, Exercises, Education** and **Resources**. This is S·MART·E·R for America's Ports and Waterways.

How it works

This represents a paradigm shift. Rather than an agency deciding that they need a maritime security resource (boats, sensors, cameras, etc.) and going out into the market to search for it, they follow these three simple steps:

1. **Needs Assessment & Analysis:** Collaborate with your other port stakeholders to conduct a thorough Needs Assessment (the Alliance can assist in this process) that can outline the Analysis and detailed understanding of the problem. Note that the purpose here is not to focus on what you need, but to examine why you need it.

2. **Regional/Collaborative Problem Statement:** At the conclusion of the Needs Assessment, you approach the **Maritime Alliance** with a Problem Statement. Again, the focus is on the gap that you've identified, the capability/capacity you want to acquire/exercise, or the vulnerability you want to identify/address. It is *not* on the specifics of what type of tool you need.

America's S·MART·E·R™ Model

The Alliance determines which member(s) have the best solution to solve the group's needs

The Collective Group presents their **Problem Statement** to the Alliance

3. **Alliance Presented Solution:** Working amongst the membership,

the Alliance identifies a lead agency/organization and assigns a Program Manager to direct the examination, analysis and solution development by the group.

In the simplest of forms, you as a group identify a problem, and the Alliance develops a holistic solution. The Alliance identifies the ingredients and the recipe to put on the collaborative table.

IV. A S₂MART₂E₃R Continuous Improvement Cycle

Unlike your typical vendor/customer relationship that is usually built around a single product sale, a "smarter" approach to identifying problems and closing gaps is one based on a continuous process. Regardless of the Problem Statement that the Alliance is given, this is the means by which the Alliance assures that holistic continuous improvement and enhancement.

Analysis and Understanding of the Process

A S₂MART₂E₃R approach to any problem is analyzing and understanding it. It looks as the process by which that particular function or mission is performed; the "Who, what, where, and why" type of examination. This aspect or phase of the S₂MART₂E₃R approach describes the means by which the organization or port as a whole provides value to its constituents, without regard to the underlined individual functional goals of the problem. As a result, this process analysis of the entire enterprise can represent an alternative – and in many ways more powerful – way of looking at the problem statement or the particular need. It's looked at collectively as the set of activities that create the "value chain" of the port/agency/organization and associate that value chain with the overarching mission and goal requirements.

What should be noted here, and the focus of this phase of the S₂MART₂E₃R approach is to consider looking at the maritime security problem statement and analysis of the port/agency/organization like a business process and less as a function that you are trying to correct, enhance or expand.

To explain, let's look at this in traditional business or organizational terms, as laid out by Jay Cousins and Tony Stewart, from RivCom Ltd in their article, "*What is Business Process Design and Why Should I Care?[8]*" They point out how "*a*

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[8] http://www.rivers-family.info/resources/RivCom-WhatIsBPD-WhyShouldICare.pdf
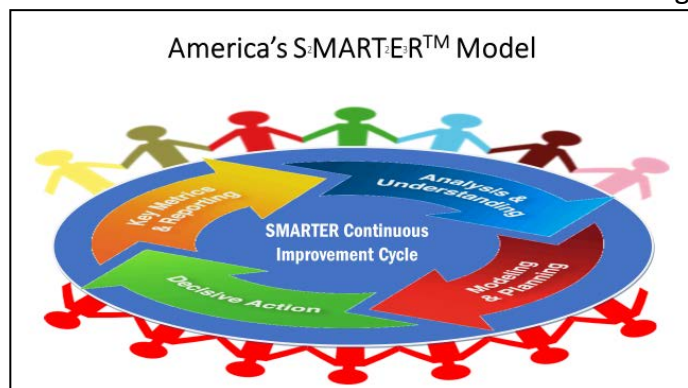
traditional organizational chart generally organizes activities according to <u>functional</u> units. However, dividing tasks vertically according to <u>functional</u> divisions is not the best way to optimize the process itself." A **business process** viewpoint is more productive than a <u>functional</u> approach, for the process is viewed as *"a continuous flow in which value is added to successive stages of the production cycle until a product is generated to meet a customer's need[9]."*

*"The process flow is horizontal because it is uninhibited by function; it crosses and re-crosses organizational departments and divisions. It changes the emphasis from who does what, to what needs to be done. The functional approach can sometimes straitjacket a process; as control for the process moves and changes along the production chain, there is the risk of task duplication, delay, and loss of quality control. The risk is amplified in a functionally defined and rigidly hierarchical organizational environment, because the structure maintains the risk. In such organizations a change of focus is required, from the <u>functional</u> view to the **process** view.[10]"*

Now let's go back to the discussion as it relates the maritime security environment, and why the S~1~MART~2~E~3~R approach looks at the **Analysis and Understanding** phase from the process vs. functional perspective. In a port area or a region, many different organizations contribute to developing the "product": protection of the port and its critical assets. They are all involved in the "production chain," and if looked at individually as opposed to collectively part of the chain, the risk of duplication, delay and loss of quality increases. Put simply, it creates higher risk of mission failure, of excess taxpayer dollars spent, and an inability to sustain the "production cycle" or security mission.

Modeling the Solution and Planning its Implementation

Once the Problem Statement has been analyzed, and the total process examined and understood, the Alliance will generate all possible and potential solutions, focused on best practices, techniques, technologies and products. These recommended solutions will be based on the depth of experience, knowledge and skills available within the Alliance.

This activity is best done as a group, as different people/organizations may contribute different ideas or alternative solutions to the problem. Without alternative solutions, there is a chance of arriving at a non-optimal or irrational decision.

Evaluative criteria are measurements used to determine success and failure of alternatives. This step contains secondary and final analysis along with secondary solutions to the problem. Examples of this are site suitability and site sensitivity analysis.

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[9] Ibid

[10] Ibid

Based on the criteria of assessment and the analysis done in previous steps, the best solution (and alternatives) will be generated and submitted to the client port/organization.

Decisive and Definitive Action and Acquisition

Like any project, any mission, any business, action leads to results. The Action aspect of the SMARTER approach will focus on laying out a detailed acquisition and implementation plan, complete with training, maintenance and sustainability measures and alternatives. This gets into the financial part of the process. How is this going to be paid for, what grants have to be prepared, if this is a data subscription option versus an equipment purchase.

> *"Action is the foundational key to all success."*
>
> - Pablo Picasso

Key Metrics and Reporting

As a country, we are focusing more and more attention on the measures of success for everything that we do, including how we spend our stakeholder dollars, be they taxpayers, owners, or stockholders. This is becoming even more important in the port security realm. In a recent blog entitled *Securing America's Ports by Better Measuring Capabilities*[11] on RAND Corporation's website, Henry Willis, the Director of RAND Homeland Security and Defense Center, made these comments:

> *"…what have investments in improving port security accomplished? According to RAND testimony presented recently to the Senate Homeland Security and Governmental Affairs Committee, this decline in funding makes it more important than ever to ensure the highest possible return on investment from grant funding. RAND's testimony and questions to witnesses from the panel's Chairman Tom Carper and its ranking member Senator Tom Coburn shared an important focus: the need for metrics that evaluate the capabilities of port security grant programs."*

> *"Most attempts to describe how grant programs have improved security describe what inputs and capacities have been developed. For example, communities have developed security and emergency management plans. They have purchased and stockpiled materials to be used during a disaster and installed security equipment, such as guards, gates, and cameras, to make ports less vulnerable. They have upgraded communications equipment and established mutual support agreements with neighboring jurisdictions to improve coordination during a response. They have even trained employees and volunteers on how*

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[11] http://www.rand.org/blog/2014/06/securing-americas-ports-by-better-measuring-capabilities.html

to respond when an event happens. By measures like these, funding for port security, or for that matter broader counterterrorism and preparedness, has clearly made a difference.

"However, these measures describe inputs and capacities. Having capacity is not the same as having the capability to respond. The difference between capacity and capability is the difference between having a bicycle and being able to ride it. Thus, while it is easy to identify how grant funding was spent, it is challenging to determine what difference the change makes."

Evaluative criteria are measurements to determine success and more importantly, accountability for the project. A S²MART²E³R approach incorporates Key Metrics that can allow all parties to validate the solution, and ensure that the investments are producing the outcomes we were seeking and addressing the needs as defined in the problem statement.

Because this is a continuous process, what is captured in the metrics will be applied to the original Analysis and Understating phase, so that if the needs have been affected, the Modeling can be adjusted and applications made effectively.

V. The S²MART²E³R Vision

These are the areas where the Alliance can provide resources and expertise from around the country, with a couple of examples to illustrate the concept and the approach.

Security
It's all about security. Our focus is how we can enhance the safety and security of our Nations waterways.

Solutions
The purpose of the Alliance is to create and provide solutions to and for the stakeholders within the maritime domain. But not just any solution, or a quick solution. The focus and vision is to provide holistic process enhancement solutions, that force our private and public sector stakeholders to "think outside the box" of traditional methods and practices. It's about going from good to great.

Maritime
The focus of the Alliance is the maritime domain, our Nation's ports and waterways. That is where the expertise of the members lie, and that is where it will remain focused. Although the

S*MARTE*R™ approach can be applied in other domains, this is where we will apply our skills and knowledge.

Alliance

This is about collaboration and partnerships. It's about approaching maritime challenges with the strength and power of unity, from both sides of the table and both sides of the problems. It's about working together.

Research

Part of the vision of the Alliance is to provide research capabilities to organizations, regions and ports to explore better ways to effectively and efficiently enhance the safety and security of the maritime domain. To that end, national laboratories, federal R&D facilities, collegiate institutions, and post graduate programs will be part of the Alliance.

Technology

Technology, and its rapid advance in our work, our lives and our world, is a critical part of our maritime domain. Use, development, and advancement of technology will be an essential element of the Alliance. Manufacturers, developers, inventors and entrepreneurs who are leading technology in this realm will be a driving contributor to the Alliance.

Training

Too often, the focus on solving security challenges or achieving an operational goal is relegated to the acquisition of the required equipment or resources. The necessary training to ensure true capability and capacity if skipped over or forgotten. Especially as time goes by and no plans are put in place to continue the skills and knowledge and sustain the capability. Multiple training organizations and resources will be part of the Alliance.

Exercises

The maritime workplace is filled with exercise requirements, but unity of effort still remains a challenge. The purpose of the Alliance is to bring together various port/region/organizational exercise plans and look at the goals and objectives of these events from a holistic process perspective. We will strive to change the exercise model, and look at establishing goals through problem statements, so that the Alliance can apply its resources, technology developers, research tools, education vehicles and training apparatus to create solutions <u>through</u> the exercise and <u>for</u> the exercise. Vice the other way around.

Education

Training is not educating, and education isn't training. To truly advance and enhance our capacity and our capabilities, education has to be an important element. Providing curricula in association

with higher education entities will ensure that we are accomplishing that goal. And this is where academia can play an important part in the process.

Equipment

Usually, needs of the port security community begin with and are focused on equipment. It will always be a continuous and consuming aspect of the security mission. But it shouldn't be the singular focus. As stated many times throughout this document, it's about the holistic security process, of which equipment will play a part. Because of that, equipment manufacturers, developers and providers will be an important part of the Alliance.

Resources

The most important element of the Alliance is resources. This can come from any of the categories of the vision listed above, but it is all about providing resources to the community in a collaborative method that brings efficient and effective solutions to the port as a whole.

In summary, a SMARTER Alliance includes all elements of the port security mission, and the solutions it provides can come from some or all of the categories, depending on the problem being addressed from a holistic perspective.

VI.   In Conclusion

What this dissertation has hopefully generated is thoughts in your mind about how we can approach our security efforts a little differently, yet with profound benefit to our collective maritime community. We can do things better together, then we can individually. When we put our resources, minds and skills together and are focused on one objective, the results are amazing. I call it the "Apollo 13 Effect."

Just like the movie starring Tom Hanks depicted, when all the scientists and engineers gathered in one room and a box of "stuff" representing what was available on the spacecraft was dumped on a table, those people came together and developed not only a solution to keep the astronauts alive in an oxygen starved environment, but a means to steer a crippled space ship back to earth. (Training of Mission Control personnel and the astronauts had a lot to do with this, but that's another white paper…) It demonstrated the amazing capacity we have when we collaborate, share our tools and knowledge. We can do great things when <u>forced</u> to, what would happen if we <u>choose</u> to?

Let's form an alliance, either at your port, or nationally. It can be done, and I know how.

Next subject of discussion, changing our exercise and evaluation focus to examine/measure capacity, not just capability. (Change from "Exercises of Capability" to "Measures of Capacity.")

Onward and forward.

About the Author

Mark DuPont is the Executive Director of the National Maritime Law Enforcement Academy (NMLEA), and provides expert consultation, assessments, intelligence, predictive analysis, training, exercises and evaluation for the port security, maritime law enforcement and emergency responder community. With over 35 years of organizational and entrepreneurial leadership, as a nationally recognized maritime law enforcement/military/port security specialist, he provides a unique blend of federal, state, local, private, and non-profit sector perspective and knowledge.

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